

Minutes of...Policy Council Strategic Planning Session

Details

Date: June 30, 2008

Time: 9 a.m. to 2 p.m.

Place: DCS (Department of Children's Services – Children's Conference Center, 128 Carousel Mall, San Bernardino

Attendees

- Rick Arden, Probation Department
 - DeAnna Avey-Motikeit, Department of Children's Services
 - Danielle Boldt, Sheriff's Department
 - Amy Cousineau, Children's Network
 - Meaghan Ellis, Public Health Department
 - Chris Gardner, Public Defender
 - Rosa Gomez, Department of Behavioral Health
 - Ron Griffin, Preschool Services Department
 - Linda Haugan, Human Services Administration
 - Margaret Hill, San Bernardino County Superintendent of Schools
 - Mike Markel, County Counsel
 - Patricia Nickols, Community Action Partnership
 - Allan Rawland, Department of Behavioral Health
 - Karen Scott, First 5 San Bernardino
 - Robin Sherman-Young, Family Courts
 - Honorable Marsha Slough, Presiding Judge Juvenile Court
 - Rebecca Stafford, Children's Fund
 - Nancy Swanson, TAD (Transitional Assistance Department)
 - Sue Taylor, Children's Network
 - Denise Trager-Dvorak, District Attorney Office
 - Kathy Watkins, Human Services Administration
 - Greg Zerovnik, San Bernardino County Library Association
 - Jennifer James, Harder & Company
 - Paul Harder, Harder & Company
 - Chris Mardis, 5th District Field Representative
 - Tammy Williams, Children's Network
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Meeting purpose

Plan the Strategic decision making to cover the next ten years for the Children's Network Policy Council.

Topics discussed

The table below shows the topics and discussion leaders.

Topic	Discussion Leader
Purpose for the day	Information
Introductions “How do Children’s Network and the Policy Council <u>currently</u> support the work of your organization?”	Discussion – Jennifer James and Paul Harder
Setting the Stage	Discussion and decision making – Jennifer James and Paul Harder
Children’s Policy Council – Past and Present	Information and Discussion – Jennifer James and Paul Harder
Focus on the future: Big Picture	Small group work and discussion
Current Structure – Strengths and Challenges	Group discussion – Jennifer James and Paul Harder
Review next steps	Information – Jennifer James and Paul Harder
Evaluation and Close	Information – Jennifer James and Paul Harder

Actions

Topic	Who is Responsible	Deadline
Goal today is review the Policy Council Board Resolution item and makes any necessary changes after the group discussion.	Amy Cousineau will make the corrections after discussion of the document and send them to the Policy Council members so that they have time to review the document before the next Policy Council Meeting.	By July 23 rd
Policy Council Board Resolution item to be submitted to Policy Council members for their approval and submission as a BAI (Board Agenda Item).	Amy Cousineau will have completed the changes with the Board Resolution and submit it to Policy Council members for review and comments.	At July 23 rd meeting.
Any recommendations for any corrections to the San Bernardino Children’s Network Timeline need to go to Jennifer James at jjames@harderco.com	Policy Council members to submit their recommendations to Jennifer James.	

Document from the meeting today along with corrected documents from Harder and Company to be sent to Policy Council members to review prior to the next meeting on July 23 rd .	Amy Cousineau, Harder & Company, and Tammy Williams	Before July 23 rd
A group decision made to have Harder & Company come back in August to go over strategies, assist with setting priorities, and develop next steps.	Amy Cousineau and Harder & Company	For August Policy Council meeting.
Harder & Company will come up with draft document that will include partnership activities with input from Amy Cousineau.	Harder & Company and Amy Cousineau to finalize a document for Policy Council members to review before July 23 rd meeting	For July and August Policy Council meetings
Amy to re-work the 1998 Board of Supervisors Resolution and send it Policy Council members for review and feedback. This document needs to be reviewed by Mike Markel for final approval.	Amy and Tammy	Before next PC Meeting on July 23 rd .
The CAPIT/PSSF for 2005 to 2008 documents shared will have to go on the July 23 rd Agenda. The documents will need to be submitted for public viewing.	DeAnna Avey-Motikeit, Amy, and Tammy	Before next PC Meeting on July 23 rd .

The Foster Care Executive Summary will need to be discussed on the July 23 rd Agenda. This document will need to be submitted for public viewing.	DeAnna, Amy, and Tammy	Before July 23 rd PC Meeting.
Items to be posted for public viewing must be done within 72 hours, since Policy Council is under the Brown Act.	Tammy sends to Clerk of the Board for posting.	72 hours before the monthly PC Meeting.
Amy has set aside 2 workshop times for foster care issues for Children's Network Annual Conference. Further details will be forthcoming.	Amy	
Jennifer Harder will develop a Strategic Plan with input from Amy.	Jennifer and Amy	Before July 23 rd PC Meeting.

**Key points:
Purpose for the
Day**

The following highlights were given:

- Welcome and Introductions were made. Judge Slough convened the meeting at 9 a.m.
 - Everyone was directed to his or her folders from Children's Network and Harder & Company giving more details of the day.
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**Key points:
Introductions,
“How do
Children’s
Network and
the Policy
Council
currently
support the
work of your
organizations?”**

The following highlights were given:

- The following responses were given:
 - a) Can count on the Children’s Network and other Policy Council members to assist with ideas and questions.
 - b) Children’s Network is seen as the leader in getting collaborations going so that children get what they need, because one agency cannot support all of the needs.
 - c) The library as seen as a peripheral partner that can assist with literacy.
 - d) Children’s Network serves as a forum for communication so that very important work can be done. Through communicating with each other, terrific projects are completed.
 - e) Children’s Network and Children’s Fund are seen as groups that establish goals and help families, not just to push cases through court.
 - f) Children’s Fund was created years ago with Children’s Network. Children’s Fund acts as a safety net, when resources cannot be obtained any other way for families in need. One project among many was getting the CAC (Children’s Assessment Center) created through fundraising efforts.
 - g) Children’s Network Policy Council assists children and families at-risk by getting organizations talking together and leveraging resources and programs to help each department.
 - h) Policy Council is critical to get funding approved for PSSF (Preservation Safe Stable Families) and CAPIT (Child Abuse Prevention Intervention Treatment) contracts as well as birth certificate money. Policy Council also acts as the CAP (Child Abuse Prevention) team. Policy Council also plays a vital role in the self-assessment process for DCS (Department of Children’s Services). DCS is in the process of planning services and programs for the next five years, so this Strategic Planning day will fit nicely with it.
 - i) It is very important the work Children’s Network does, as it is the muscle that keeps all the partners together. It is very important to have all the Policy Council member agencies at the table every month, to collaborate especially in these tough financial times.
 - j) Through HS (Human Services) Legislation and Research they provide data and program development for Policy Council. They also measure outcomes for Human Services and the general public. Children’s Network interfaces with many departments especially with work on in the legislation arena through Children’s Legislation Review and CWDA (County Welfare Directors Association).
 - k) Through TAD (Transitional Assistance Division) they work with a specific population that is eligible for Cal-Works so the collaboration through the Policy Council is very important.
 - l) As a part of Children’s Network Policy Council, the CAP (Child Abuse Prevention) team works on community outreach for safety of ...

... children through drowning prevention, leaving children in cars unattended, etc. Another subcommittee recently formed was the Safely Surrendered Babies.

- m) Due to collaboration at Policy Council, Juvenile Probation is no longer an island. They have been able to access Wraparound services for their cases. There are now fifty children in the Wraparound program. Also there were six hundred children in placement, and now there are only 200. There have been better outcomes for the children and their families through the collaboration at the Policy Council.
- n) Due to collaboration at Policy Council, Juvenile Public Defender cases have gotten better outcomes for the clients they serve. They too are no longer an island. They now coordinate services for clients on a regular basis with DCS (Department of Children's Services), DBH (Department of Behavioral Health), and Probation. They are looking at prevention and public safety.
- o) Public Health has been able to collaborate and share more resources through a variety of projects they are involved with, for example the Perinatal and substance abuse of babies. There has been more streamlining of services at the clinics by bringing services from a variety of programs, so that more gaps of service are identified and improved upon.
- p) The role of Head start was a non-profit, but now has come back to the county. At Head start they don't just do child development services they provide other resources through collaborative efforts. Also, through collaboration they are able to look at services being provided to clients and not have so much duplication.
- q) Community Action Partnership is a non-profit agency that has been a Policy Council member, since the beginning. Through collaboration of resources from Policy Council there has been more partnerships formed so that they are able to assist the community at a higher level.
- r) Children's Fund is able to provide assistance with transitional housing, School First program, and other resources due to the collaboration of Policy Council members. As stated in the annual report that Children's Network provides they are able to work with case managers and assist families to be more self-reliant. One agency cannot fulfill all of the needs for some families in need.
- s) The Sheriff's Crimes against Children division have been able to offer more services for the seriously abused and neglected through the additional help received by Children's Network. Children's Network has a wealth of resources in the community.
- t) San Bernardino County Superintendent of Schools serves 420,000 youth in the County. Through collaborative efforts there has been more services and resources offered to foster youth.
- u) Jennifer James mentioned as she listened to all the Policy Council members there was a common thread; through collaborative

..... efforts there are more services offered to improve outcomes for families. There is also more leverage of resources to assist families in this time of financial crunch.

x) Paul Harder stated after listening to this group he sees each department having a different role in the child's life, but sees the Policy Council members collaborating resources and programs so that the children become more productive and have successful lives. He mentioned that San Bernardino County is a leader, as he has not seen any other county come together to assist each other with reduced funding. It speaks a lot to all of the Executives of family serving departments taking out a day to spend together to better the lives of clients they all serve.

**Key points:
Setting the
Stage**

The following highlights were given:

- Ms. James suggested that the group needs to come up a decision making rule. She mentioned that divergent thinking is a very critical component.
 - It is very critical that the group comes together, so that ideas can be pushed forward.
 - There are four principles that need to guide the decision making process such as; 1) full participation of Policy Council members, 2) multiple understanding – look to understand differences in each department, and 3) develop inclusive solutions by including everyone's interests and ideas, and 4) most critical to have shared responsibility.
 - It was suggested the majority rule would be 51%, but to understand each department has a different mission and different jurisdictional areas.
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**Key points:
Children's
Network – Past
and Present**

The following highlights were given:

- The next item that was reviewed was the San Bernardino Children's Network Timeline.
- Children's Network and Children's Fund was formally established as part of the County's organizational structure.
- Children's Network has been a link to services and systems to the community since 1988.
- Children's Network has had an annual conference every year since 1989.
- Children's Network was recognized as a model in 1988 and provided technical assistance to twenty bodies like this one.
- Corrections needed on the timeline were the following: Take off 1996 Child Care Planning Council, take off 1998 AB 636 and change the date to 2003, and take off 2006 Prop 63 and change it to 2005.
- Clarification on Prop. 63; Prop. 63 was passed in 2004 and became effective as of 2005, Welfare Reform began in 1998, 1996 was the Adoption Safe Family Act, State of California began the redesign process for Department of Children's Services in 2004.

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- The organization chart with the colored bubbles was reviewed.
 - It was mentioned that the MDT's that were conducted by Children's Network staff was stopped in 2006, due to DCS taking it over in their regional councils.
 - There was a question about who is the CAP (Child Abuse Prevention) Team. Is it Policy Council or is it Children's Network? Response: Through the legislation AB 1733 related to the Children's Trust Fund, there has to be a designated CAP (Child Abuse Prevention Council). San Bernardino County designated the Children's Network Policy Council as the CAP team. Children's Network staff takes the lead by carrying out child abuse prevention activities at; health and safety fairs, Shine the Light on Child Abuse Awards breakfast, CDRT (Child Death Review Team), and partnerships with other agencies. Basically, Policy Council gives direction and Children's Network staff carries out the work.
 - A question was asked, who are the partners on the CAP team? Response: There are members from the community, Loma Linda University Medical Center, some non-profits, and other county departments. The CAP is a part of the Policy Council and Children's Network. It was mentioned that for the self-assessment process for DCS there must be a CAP team.
 - Sue Taylor mentioned that the CAP for San Bernardino County is a member of the five County Coalition in the state. The counties involved are; San Diego, Orange, Riverside, Imperial, and San Bernardino County.
 - There was further clarification that Policy Council is the CAP and Children's Network is the administrative arm for those activities.
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**Key points:
Focus on the
future: Big
Picture**

The following highlights were given:

- All Policy Council members were broken down into small workgroups to answer the following questions: 1) Over the next five years what do you see as the roles for Policy Council and how will they achieve those roles, and 2) What are the Policy Council goals for the next five years and how will they achieve those goals?
- The report out from the groups was as follows: 1) create an organizational chart for Policy Council – set roles and responsibilities, and develop a matrix that is reviewed and updated at regular Policy Council meetings, 2) set the following four goals – 1st review and modify the 1995 Board of Supervisors Resolution by an appointed task force, 3) develop guidelines and parameters through a master plan that will be submitted to the Board of Supervisors on a yearly basis (direct Children’s Network staff to prepare the BAI (Board Agenda Item), 4) complete a comprehensive needs assessment that will identify gaps of service, 5) develop a cross reference system for outcome and evaluation measures, 6) Create a task force to bring together the research and evaluation components, 7) Through a funding collaboration develop the management of resources by related agencies with the final outcome to be a comprehensive resource guide/annual report, 8) another suggestion for the mission of the Policy Council to be able to quantify successes and failures through an outcomes framework, 9) create a family, youth clearing house of resources, 10) improve collaboration, coordination, and communication of resources to prevent interagency conflict, 11) assist youth that are leaving the system, 12) develop a handbook for Policy members so they know the rules, goals, and the direction Policy Council is going towards, 13) at detention hearings meet with family members to meet unmet needs and resources through collaboration so that children do not have to go into placement 14) expand membership to include other CBO’s (Community Based Organizations) that serve family and youth, 15) develop a notebook that Policy Council members will be reviewing on a monthly basis that would give the point of contact for services and make sure that information is communicated down to line staff, 16) the Resource Specialist position will be in Children’s Network, 17) Have a link on the Children’s Network website just for Policy Council members, 18) implement from the Board of Supervisors resolution of 1998 the following sections; Section 4 – Staffing; Section 5 – Funding; and Section 6 – Expense Reimbursement, and 19) suggestion to use AB 636 outcome measures.
- The summary from the groups exercise was: mandate membership of Policy Council, develop a directory of services; develop a structure so that Policy Council members know how decisions are made; and define the structure of various committees.

**Key points:
Focus on the
Future:
Smaller
Concepts**

The following highlights were given:

- The group developed the following products and processes to be addressed:
 - 1) re-examine the Board of Supervisors resolution from 1998, 2) re-examine the Policy Council membership to see how to increase participation by the members, 3) review children's policies from across all departments. 4) do a gap analysis of unmet needs. 5) report in the Children's Network Annual Report the unmet needs and goals across all systems serving families. 6) develop a project matrix to be used for tracking purposes and will create a more informed Policy Council member body. 7) all documents to be linked for the Policy Council members on the Children's Network website to be updated on a regular basis. 8) develop a master plan that will act as a business plan, 9) develop a policy problem solving group based on data. 10) create a committee that will focus on blending funding and staff to address unmet needs. 11) develop an orientation guideline for Policy Council members. 12) the contacts and resources matrix needs to get to the 211 system as well as I&R (Information and referral 13) the Children's Lobby now known as Children's Legislative Review meets on a monthly basis and addresses legislation and can make recommendations to the Board of Supervisors through Policy Council, 14) Kathy Watkins mentioned that the Board of Supervisors develops a legislative platform each fall. and 15) Possibly need to look at the purpose of Children's Legislative Review and about the possibility of sharing the current legislation with Policy Council members.
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- After the above discussion, there were three main goals developed:

Goal 1 -Improve outcomes for children

- 1) Improve child wellbeing
- 2) Prevent children and youth from entering the system
- 3) Assist children and family with resources

Goal 2 – Enhance Policy Council

- 1) Revise mandate
- 2) Expand membership
- 3) Inventory resources – might be a workload issue
- 4) Clarify functions/structure

Goal 3 – Improve Systems

- 1) Master plan matches to resources.
- 2) Create policy/program matrix
- 3) Identify gaps/needs
- 4) Advise policy makers
- 5) Serve as a advocate
- 6) Monitor/report child policy outcomes
- 7) Coordinate and clearing house

**Key points:
Review of 1998
Board
Resolution**

The following highlights were given:

- The document was reviewed and the recommended changes were:
 - 1) Section 2 – Organization – Policy Council and Children’s Network do not provide direct services, but can assist with coordination and communication of resources. Need to update listing of committees such as Children’s Services Team, Children’s Lobby. The Children’s Advocate Linkage, Child Care Planning Council, and or the Family Preservation and Support Planning Council are no longer operating.
 - 2) Section 3 – Children’s Network Policy Council directs the work of the Network Officer and staff. Membership that needs changed: 2 should be Community Action Partnership, take off #3, 18 need to clarify who is new director, need to add Homeless Coalition, need to include Network Officer, need to include a CAP representative, need to include a non-profit CBO, need to include a representative from United Way 211, need to take off number 16, add Foster Youth Services Coordinator from San Bernardino County Superintendent of Schools, take off #19 as Margaret Hill fills that role along with #14, add CASA, add parent consumer/youth consumer, and add Family and Children’s Services division of Superior Court, and change # 20 to ARMC (Linda Haugan to follow-up with Dr. Wong, Department Head of Pediatrics.
 - 3) Section B under 3 – The convening Presiding Juvenile Court Judge is the convener and if absent, the Human Services; Assistant County Administrator would be the convener.
 - 4) Section C - Executive committee – It was recommended to take off this section, as there has not been a reason to convene this committee in the past. **Will need to clarify with County Counsel and Board of Supervisors.**
 - 5) Section 3 – Directing Board – It was determined that Policy Council members can not plan activities for the Board of Supervisors, but that the Policy Council can plan and direct activities as requested from the Board of Supervisors. It was suggested that that the Policy Council can direct the activities of Children’s Network as well. Also the Policy Council as a body should be able to carry out the mission and direct the work of the subcommittees. Also the Children’s Network Officer will be guided by the Policy Council to meet goals and objectives.
 - **Policy Council has not developed an annual plan in the last 10 years, so it was decided to develop one. Another decision was to do this plan once every three years to coincide with the PSSF (Preservation . . .**
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Safe Stable Families) and CAPIT (Child Abuse Prevention Intervention Treatment) contracts.

- **The annual review to be conducted of the tri-annual plan is to be conducted by July 1st each year.**

Next Meeting

There will be a continuation of this meeting in August to complete the plan, tasks, etc. Next Meeting: *August 27th at 12:30 p.m. at the County Government Center, 385 N. Arrowhead Ave., 5th Floor Citrus Room, San Bernardino.*